



Everything you want and don't want to know about Daktela.

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The story of Daktela

The history of Daktela began around 2001 when a smaller team of enthusiasts set up their first international Czech-American VoIP service. By 2003, their frustration with corporate jobs led them to make pivotal decisions, resulting in the birth of Daktela in 2005, led by David and Richard. Emerging in an era of digital solutions and unreliable internet, Daktela embraced VoIP technology. Initially, the implementation of David's and Richard's ideas faced frequent disruptions, but it was certainly worth the effort. In the next years, Daktela established itself as a bold player in the telecommunications market.



In 2009, we created the Daktela V3. Using our support and sales SaaS model, we attracted many big companies, which encouraged us to keep going in this direction. Drawing from our experiences and customer feedback, we undertook a complete redesign, leading to the release of Daktela V4 around 2011. This version lasted nearly five years, during which the original call center system gradually evolved into a multi-channel customer care system. Following the growth of the Daktela brand in the Czech Republic, the brand was also expanding in Slovakia, where a separate entity was established in 2011.



In 2016, we released Daktela V6, designed from the ground up as a multi-channel application supporting all communication channels, including social media, and featuring numerous modules to enhance contact centre capabilities. In 2018, David and Richard decided to embark on a targeted global expansion.

In mid-2021, Daktela received investment from the Slovak fund Sandberg Capital, accelerating our expansion into foreign markets. We now operate in the UK, Poland, Hungary, Romania, and Serbia. In 2022, Daktela acquired a majority stake in Coworkers.ai, a leading provider of intelligent chatbots and voicebots in the Czech market.



This acquisition brought in a dedicated AI team to continually develop technology aimed at improving call center operations and automating simple tasks. With over 150 employees, our growth and global expansion journey continues. We look forward to what the future holds...

The mission of Daktela

Daktela was established on the basis of improving the world of communication. Since then, we've extended this motive to completely new areas and made the product much broader, but the basic credo still remains. We're striving to help companies talk to their own customers better, handle more meaningful conversations, and solve their issues to the highest satisfaction.

In order to succeed, we need to lead by example.

- **We aim to deliver excellent customer care.**

This is what makes us different from our competition, which is often hard to even reach. We create satisfied and loyal customers who will not want to leave us. The positive experience shared via word-of-mouth is the strongest marketing tool.

- **We maintain our solutions as innovative, up-to-date, and keep up with the market of contact centres.**

By using our products, customers will not be left behind with obsolete solutions and will have the option to use modern means to communicate with their contacts.

- **We don't make a difference between communication channels.**

The customer is the one to choose how he/she wants to talk to the company, and the solutions need to respect that. Our products must reflect this equality and provide the best tools to our customers to work in that manner.

- **We're very open about integrations.**

And we don't set up unnecessary hurdles for anyone wanting to connect. While considering technological feasibility and practicality, customers need to have the means to connect to our products in an accessible way so that they can use them in their application ecosystem.

- **We love our products and believe we deliver great value to our customers.**

We don't sell where we don't see how the solution could be beneficial. Our products solve vast amounts of areas and help in many scenarios which we focus on. We are the heaviest users of all our products and should always be early adopters of our new features and technologies.

- **Last but not least...**

We respect our employees and partners and focus on developing their skills and personalities. We support personal growth and honest interest in our cause. Anyone interested in improvement shall be given the opportunity.

The road taken and ahead

AN INCREDIBLE JOURNEY

Daktela's product is recognized globally for its excellence, often compared with other world-class customer experience solutions. We consistently receive positive feedback from our global customers, partners, and at numerous trade shows. While we must continue to maintain and enhance our product to keep it relevant, our primary focus now is on enhancing our global sales and marketing strategies. This is our top priority for the upcoming period.

DAVID HÁJEK

Founder



HERE COMES AN INVESTOR!

But don't worry, no "barbarians at the gates" story here :) In 2021, David and Richard brought on board Sandberg Capital (with me as a bonus) and began their journey to make Daktela a regional leader in CEE, the entire EU, and even beyond. We like to dream big, talk straight to the point, and keep pushing forward—always focusing on those small improvements that make tomorrow better than yesterday – and have some fun while at it!

For newcomers – I had the privilege to stand in your shoes not so long ago and truly relished my "transformation" into a true Daktelian. I hope you will too, and that this culture book will represent the first step on that journey. Enjoy it and looking forward to seeing you around!.

RICHARD BAAR

Founder



As one of the few Czech-born companies capable of competing internationally, we aspire to follow in the footsteps of giants like Avast. Our mission is to demonstrate that significant global impact can originate from the Czech Republic. Our vision is to establish Daktela as a well-known global entity, where our products and services help customers deliver world-class customer service, proudly made in Prague.

We are happy you can be part of this incredible journey and help us achieve our goals. I'm sure you can tell this story to your grandkids one day."

MARTIN SKABA

Investment Manager
Sandberg Capital



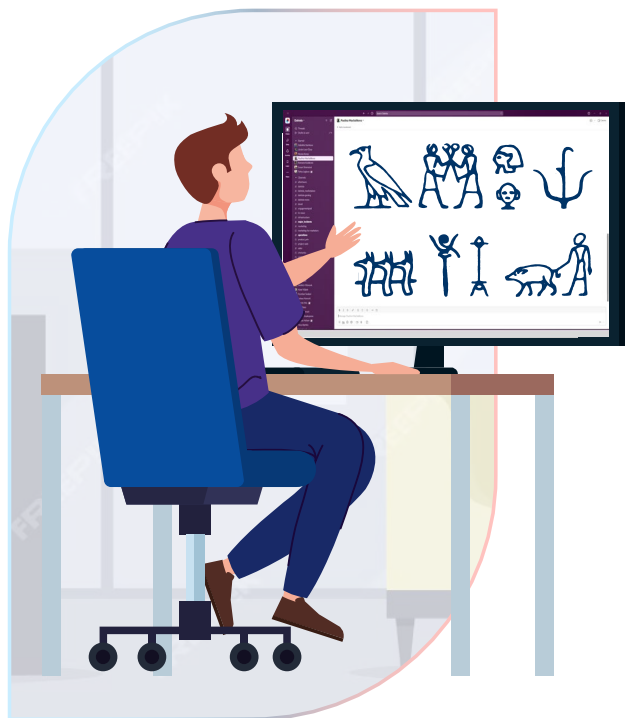
Communication style

One of our goals in the company is to create a friendly working environment.

THE FOLLOWING SHOULD GIVE YOU AN UNDERSTANDING OF HOW TO TALK TO YOUR COLLEAGUES.

USE INFORMAL LANGUAGE.

Don't "Hello, sir" or "Good day, madame" anybody, just go with "Hi!". Talk in a plain, clear, and direct manner. Don't sugarcoat things with corporate words. Go straight to the point. Be rather brief than use fancy words. Talk to your others like you'd talk to your friend.



WHEN TALKING OR WRITING SOMETHING THAT COULD BE USEFUL INTERNATIONALLY, USE ENGLISH.

As we're a global company, it's our primary language. When discussing stuff locally, feel free to use the location's native language. Sometimes it helps understand better, so if something is not clear in English, quickly go through that in your language and then translate it. Nevertheless, it's rude to talk in a language some participants are not supposed to understand. All technical documentation must be primarily in English. Use Google Translate, DeepL, Grammarly, or any other tool that will help you if you struggle with this.

Daktela Values


Daktela is based on several specific values, which help us grow internationally and maintain a startup-minded culture of flexibility and adaptability to developing healthy customer relationships, delivering awesome products, and maintaining a friendly and familiar work environment.

Collaboration


IN ORDER TO FULFIL OUR MISSION AND PROVIDE GREAT SERVICE TO OUR CUSTOMERS, THE WHOLE COMPANY FOLLOWS COMMON GOALS.

EACH NEW THING OR PROBLEM TO BE SOLVED IS A PROBLEM OF DAKTELA.

Don't follow just your goals. Always think of how what you're doing helps others and what we are building together.



*Major incident?
Naah... I'm fiiine!*



*This is gonna
be a disaster
without you.*

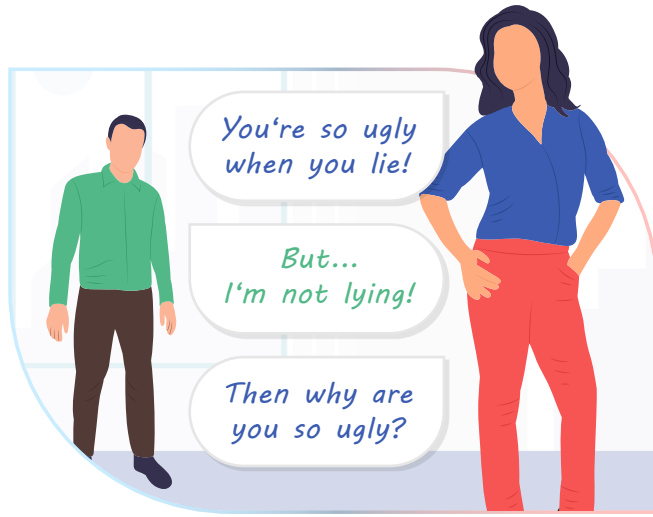
*Yea, sorry, I'd really
like help but
it's pizza o'clock.*

HELPING OTHERS IS AS IMPORTANT AS ASKING FOR HELP WHEN NECESSARY.

Help each other when it's necessary for the good of the company. Each help or consultation should lead to long-term learning and skills development. It should not be a one-time plaster. Accept the information you have learned and try to find logic in it, so you don't ask twice for the exact same thing. Don't let others fail. When you see that's imminent, make yourself heard and help avoid it.

BE POLITE, CONSIDERATE, AND THANKFUL.

It costs nothing to say "hi" first and "thank you" when someone helps you or does something you've asked for. We are all people, and naturally, we like to be treated with respect. Don't forget we are a global company and there may be cultural differences. Respect each other's personalities. When you want to really appreciate someone, don't hesitate to do it publicly. The ability to speak well of someone in front of others is a sign of a mature personality and confidence.



*You're so ugly
when you lie!*

*But...
I'm not lying!*

*Then why are
you so ugly?*

Collaboration

REACH DIRECTLY TO PEOPLE WHO CAN HELP YOU.

Don't overcomplicate working with others by going top-down in the organisational structure and have people carry your messages. If you need to solve something specific and it's clear who can help you, go to that person. Of course, it's important to respect his/her own current workload, but you can sort that out when you talk to each other. Always try to solve the problem yourself (with reasonable effort) before asking for help. Also, note that sometimes it's better to call instead of endless messaging.



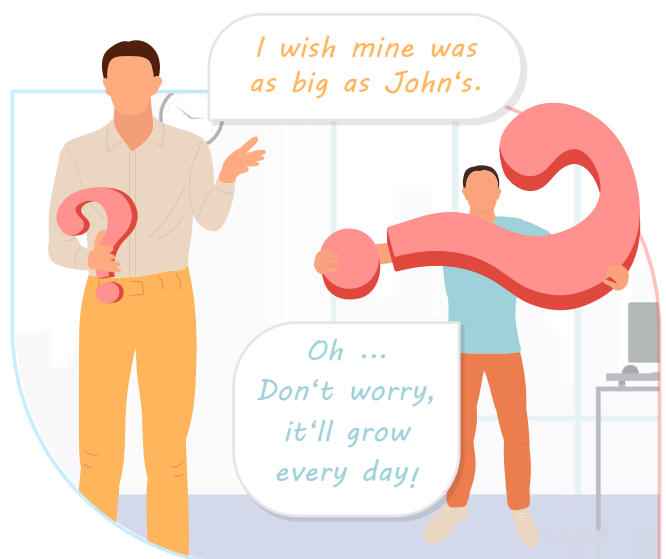
SET ASIDE YOUR EGO AND BE ABLE TO SAY SORRY.

We are all very often wrong and make mistakes. Don't be afraid to admit that, but very well accept the honest mistakes of others. In such situations, focus on solving the problem as quickly and efficiently as possible. It's not about you proving to others you're awesome and others are dumb, nor about blaming others or finding a scapegoat. It's only about solving the problem at hand. When you don't know, simply say you don't know, don't find useless excuses. Also, don't act surprised when someone doesn't know something, nobody knows everything, even you.



FEEDBACK NEEDS TO BE PROVIDED IN A CONSTRUCTIVE MANNER.

When you have a negative experience and want to share it with someone, support it with hard information and data only. Don't bring your emotional evaluation into it. Each problem is solvable, but only when all parties solve it together in a professional communication manner. Negative feedback should be discussed in closed groups, while personnel stuff should always be sorted out privately 1-on-1. And even when working with negative things, try to emphasize some positive aspects. Oftentimes, the issues are not that serious when looking at things from perspective.



Collaboration

KICK THE BALL, NOT THE PLAYER.

When you don't agree with someone, focus strictly on the arguments and hard information. If you're pointing out what's wrong, make the statement only about what's wrong and don't rate the person directly.



Daktela values

Efficiency

As we are operating in a competitive market, it's important to remain effective and efficient without bloating ourselves with dispensable resources.

BE HANDS-ON AND GET INTO PROBLEMS YOURSELF.

We're all highly curious technologists, and most of our issues relate to technology. Dig down into the issue, get the context feel, and try to solve the problem as much as you can. Don't throw all your issues at others right away, try to examine what it could be about and possibly educate yourself. Don't be afraid to step on someone other's toes too much, just respect the general guidelines and best practices. It's better to be an active explorer and make a mistake than to be afraid of everything and do nothing instead. Don't hide behind complex processes, managerial buzz-talk, or other corporate stuff. Just do what needs to be done.



SPEND MONEY ON THINGS THAT REALLY MATTER.

Try to handle Daktela's money like they were your own. Don't spend it on stuff you yourself wouldn't spend it on. Each Euro has to be somehow earned back, so think of how the cost investment will return itself. It's not a problem to spend money on things that have the corresponding value, it's just important to be sure of that.



ALWAYS TRY TO FIND NEW WAYS TO IMPROVE THINGS AND DON'T CLING TO THE "OLD WAYS".

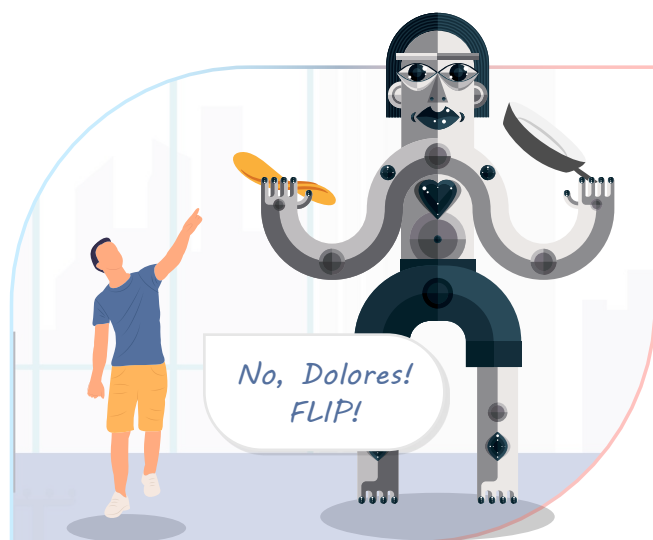
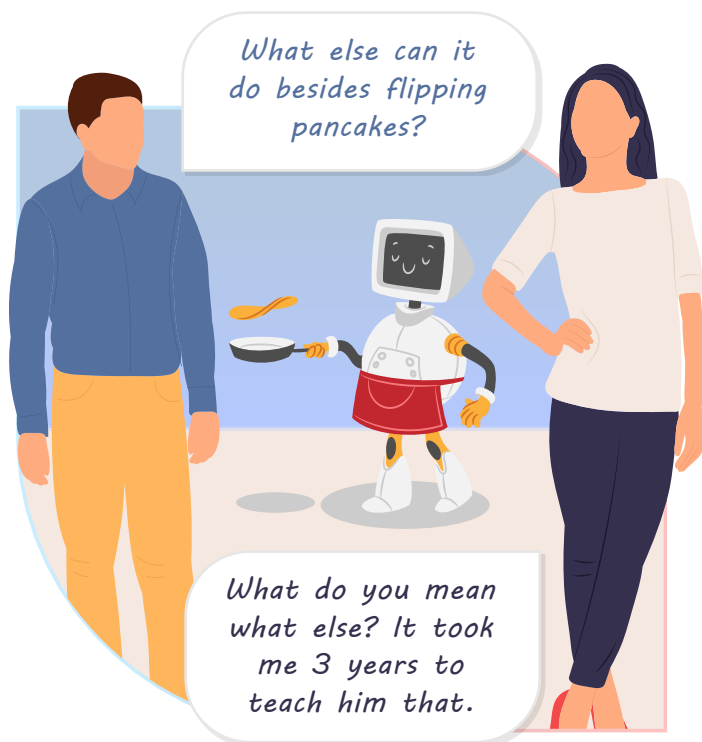
Just because we've done something for a long time doesn't mean it's the right way. There's always room for improvement, and we should strive to get things better and more efficiently. If you see something that is ineffective and impactful, be proactive and help all of us make it better. Innovation is the powerhouse of progress.



Efficiency

THE SIMPLEST SOLUTION IS USUALLY THE BEST.

When solving an issue, try to make the solution as simple as possible. Don't overcomplicate stuff and build very complex architecture just to solve something of a low impact. Simple solutions are easily maintainable. Most of the cost comes from maintenance, not initial development. Bear that in mind when building something. Use the "Minimum Viable Change" approach when it makes sense. Great value can often be achieved with very little work. It's not always necessary to go for 100% perfection. When designing a setup of several systems, create as few elements as possible, and don't create proxies that do very little. It's better to be more open than to have more elements which can fail and complicate changes.

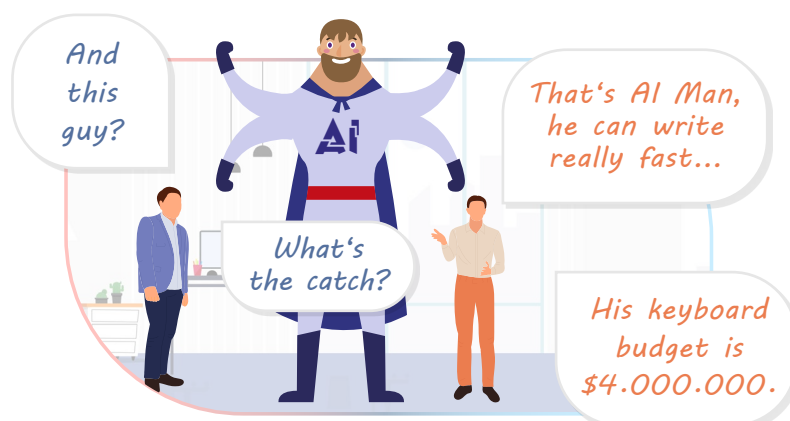


ITERATE TO FIND THE BEST SOLUTION.

The first version is usually not the best solution, but that's why it's the first one. Get the results as soon as possible with the least amount of resources consumed. When the value of the early versions is proven, iterate more frequently to tune the solution out. After several iterations, you'll find you've solved issues you didn't even think of in the beginning. Nobody is able to build something perfectly on the first try. Everything that's great has been built on experiences gained during the process of building it.

USE AI TO WORK SMARTER AND AUTOMATE.

We don't just talk about AI, we actually use it. Every day, across the company. Everyone is expected to use AI to make their work more efficient. You are encouraged to play with it, experiment, and even use it for your personal stuff. You get access to the tools you will need. AI isn't here to replace you – it will help you become a "superworker" and give Daktela a competitive edge on the market.



Efficiency

HOST MEETINGS THAT ARE MEANINGFUL AND HAVE THE RIGHT PEOPLE.

Have the meeting prepared with the agenda attached to the meeting invitation. When you think someone doesn't necessarily need to be there, set him as optional. Each meeting should have a clear goal and follow the 5 Ps principle.



IF THERE'S A TOOL FOR THAT, USE IT.

We're a technological company and should make efficient use of the latest technology available. Don't be hesitant to use a tool that will speed up your work. Sometimes, spending a few bucks will save a lot of money on other internal resources. And oftentimes, you're not the first person in the world trying to solve a specific problem. Look and learn from public information and other people's experiences before digging into it. Experiment with new things and share the knowledge with others. And fail fast.



Daktela values

Results

IT ONLY COUNTS WHEN IT GENERATES VALUE TO THE RECIPIENT.

Focus on how things help the one at the end of the delivery chain. Each activity has its own customer. The primary goal is to solve the customer's problem. Focus on how what you're doing helps support that. Also, if you're stacking something in your drawer or have it as a work in progress, the resulting effect is zero until it is deployed or used.

I wonder where that one leads...



This tiny image field is all the space I get?

Be glad you GET an image field...



DISAGREE, BUT COMMIT.

Each big decision might undergo a thorough discussion with a variety of opinions. We'll all have one of our own. But once a responsible person has made a decision on how to go on, everybody must commit to that and make the most of it.

So? Left or right?

Mmmh... Yes.



DON'T BE AFRAID TO CHANGE YOUR MIND.

Not every decision will be the right one, that's why it's very important to try and fail. Most of the time it's a two-way door. If something doesn't work, don't be afraid to leave it, go back, and pick another option. Commitment to a faulty course will only set the entire company and our mission back.

She doesn't know what she's talking about!

No, he doesn't know what he's talking about!



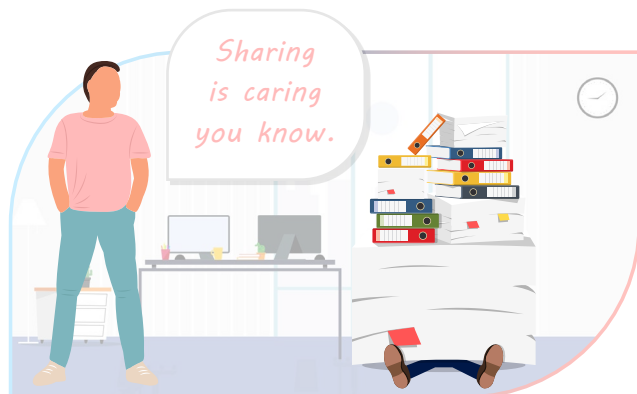
ESCALATE IF YOU CAN'T REACH AN AGREEMENT.

Don't unnecessarily fight with your peers over something you cannot agree on at any cost. If you've reached a dead-end, escalate the issue higher and let your superior consider all arguments and make a decision. Oftentimes it's very important to make decisions fast and not sustain unnecessary delays.

Results

BUILD SOLUTIONS THAT LAST LONG.

Saving few resources in the beginning can have a huge impact in the far future. When building something, have a vision of how it will roughly look like a few years from now. Don't be afraid to make boring solutions rather than implementing the cool new stuff. A lot of technologies evolve really quickly, and what's super awesome now can be dead in a year. Use time-proven technology that will last, and you won't need to rewrite it in a few months.



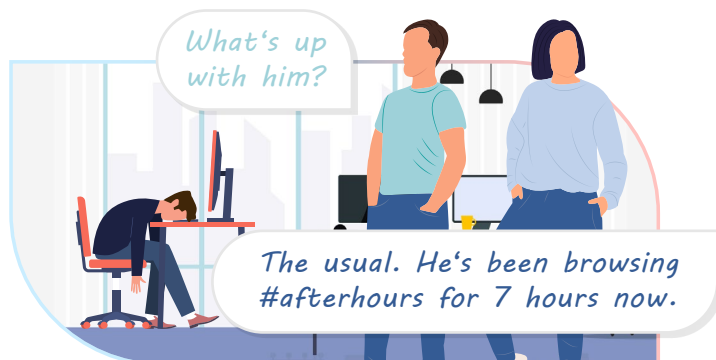
TAKE THE RESPONSIBILITY AND DO THE STUFF.

Take ownership and full responsibility for the work and tasks you have to do. Don't look for excuses, just get things done. Make sure you keep things well organised and that your managers and colleagues can rely on you. Always deliver high quality work that you can be proud of.



PRETEND EVERYTHING IS PUBLIC WITHIN THE COMPANY BY DEFAULT.

Everything we achieve and build upon should be considered visible for everyone in the company, unless the confidential nature of it excludes that. Try to use the public channels as much as possible, don't hide things unnecessarily, and let everyone be able to see what's currently being solved and what are we trying to pursue.



VALUE, KNOW AND CARE ABOUT OUR CUSTOMERS

Our customers are at the core of everything we do. All of our efforts are invested in delivering the best possible quality across all teams at Daktela. We know our customers and we are professional partners for them. Customer satisfaction is our most important measure and is considered in all business decisions and daily activities.

Results

WE NEVER TALK ABOUT OUR CUSTOMERS IN A DISRESPECTFUL OR DEROGATORY WAY, NOT EVEN AMONG OURSELVES.

We respect their opinions, their business, and we don't make fools of them, even if they are not technically knowledgeable. We help them as much as we can during their whole customer lifecycle because we want to build lasting relationships.

Our communication with customers is always professional, correct, respectful and polite, but not too formal. We are proactive and helpful. We speak and write in a clear, understandable and correct language.



A superior role in company

What it means to be a superior

AS A SUPERIOR, YOUR ROLE MIGHT BE, IN SOME CASES, A BIT DIFFERENT. THE FOLLOWING PRINCIPLES SHOULD TELL YOU WHAT'S EXPECTED OF THAT ROLE IN DAKTELA.

■ Ensure your team works as a part of the company

You have to ensure your team's operability with the rest of the company. Define your workflow, team roles, and work methodology, to ensure that your agenda is covered. Your team has to respond to other teams's requests in a timely manner. This includes handling tickets, responding to team Slack messages, and primarily disaster behaviour.

■ Be prepared for the worst

You have to ensure your team knows how to behave in case of a major incident and knows all necessary emergency procedures. You should be the leading part of that and know how to respond hands-on if things go wrong. Lead by example and be able to react to disasters even if suddenly torn from something else. Your disaster plans are your responsibility.

■ Know what your people are doing

You should have a technical or specialised knowledge of your teams' work to some degree. You'll be deciding on their part, and you have to know what those decisions will mean in their hands-on world. You're free to try any job or task in order to understand what it's about. Don't be just a people manager, dig down and learn the hard stuff.

■ Make responsible decisions

You should be able to decide on a lot of things, take responsibility for those decisions, and

promote higher managerial decisions to your teams. You're your team's leader because you are the most suitable person for that role. There's no one else who will tell you what's the right way to decide stuff. Be proactive and take charge. Don't throw problems up the hierarchy, solve them in a way you think is the best.

■ Set your team's way of working

You should set your team's methodology of work and how you'll be running things. Design, define, and implement the way of organising work for your team, set meeting structure, and have a system for running projects so that you'll be able to deliver results.



Principles of work in Daktela

Use company tools fully

WE USE THE GOOGLE WORKSPACE SUITE OF TOOLS TO BETTER ORGANIZE OURSELVES.
YOU SHOULD USE THE TOOLS IN THE FOLLOWING WAYS.

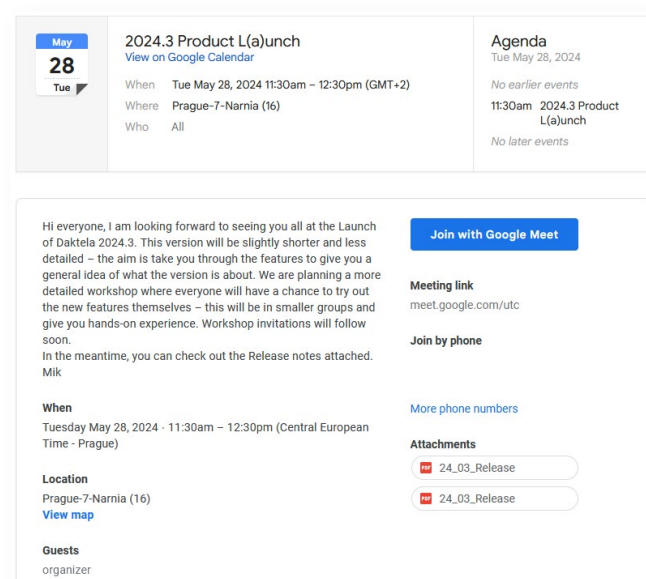
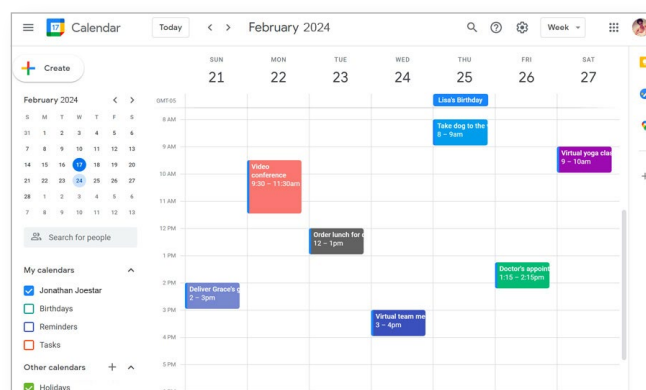
Google Calendar

Meetings are hosted using calendar invites. Include an event description, set the location, fill in participants, book a meeting room if necessary, and attach a Google Meet link if you want. Provide others with as much information as necessary.

Indicate your presence on invited events using the "Yes / Maybe / No" buttons. If you don't know or can't participate, use the "Add note" button and provide the event host on why you're unavailable. If you're important for the meeting and the time doesn't suit you, use the "Propose a new time" and give the host an indication of a more suitable time.

Set your work location using the Working location feature. As we're remote-friendly and currently don't have an approval process for home-office, it's however required to indicate whether you're working from home or your colleagues can find you in the office. If you're on holiday, create an all-day holiday event as an "Out of office" event.

If you want to offer your calendar slots outside of the company, use the Google Calendar Appointment schedule feature. This enables others see your availability and pick the best time slot for them.



Gmail

Unlike other companies, we don't use the personal e-mail address very much. It's especially not recommended for internal company communication as people are not required to frequently check and reply there.

Nevertheless, it's not completely unused. Some cases might require you to work with Gmail. In more complex cases the customers, suppliers, or our partners will require more personal approach, or it simply might be more feasible to use it. It's recommended to check the mailbox at least once a week.

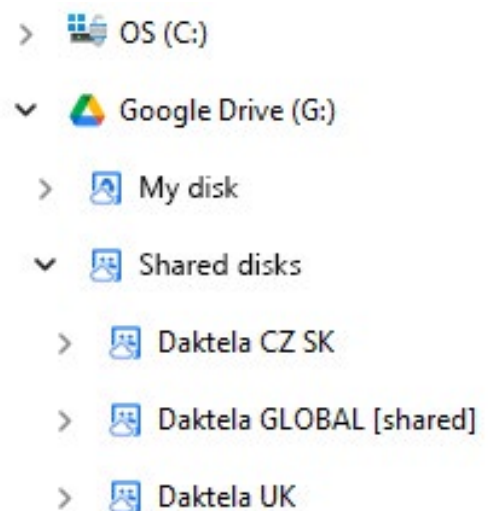
Also note that calendar invites are delivered to your mailbox and it's required to react to them. You can, however, use a different system for that. It's up to you how you approach this.

Google Drive

As part of the Google Workspace suite, you're eligible to your own Google Drive space and access to shared company drives. You can use this for all your company activity. Just keep the shared drives tidy.

Note that Google Drive is the only cloud-based storage solution we use and it's not allowed to store company data elsewhere. Also, you should use it as your primary and only storage of data, as your computer can break down and you don't want to lose all your work.

It's possible to use the Google Drive for Desktop for more ergonomic access to the shared drive.



Slack

Most of the company's communications happen on Slack. It's mandatory to check it often, react to private messages, and check your team's channel if you can help with stuff to others.

Sometimes it's useful to hop into a quick call rather than write dozens of messages. Huddles are a great way to do this.

The following channels are a basic set and should be monitored if they're relevant for you:



daktela-news

This is where most of the company's announcements are made. It's appreciated to react to messages you find good or interesting using emoji.

The person responsible for operating this channel is the chief executive officer.

hr-news

This is where the HR team announces important personnel changes in the company as well as other human resources stuff.

The person responsible for operating this channel is the HR manager.

general (ex # daktela)

This is for general requests or messages for the whole company.

The person responsible for operating this channel is the chief executive officer.

operations

This is where you would ask questions or for consultancy regarding support of our customers.

The person responsible for operating this channel is the chief operating officer.

devel

This is where you would ask questions for consultancy regarding the development teams - this includes all Daktela products serving our customers.

The person responsible for operating this channel is the development manager.

devops

This is where you would ask questions or for consultancy regarding DevOps, Asterisk, or some common services. If you don't know, use #devel to find out.

The person responsible for operating this channel is the devops manager.

infrastructure

This is where you would ask questions or for consultancy regarding our Daktela private cloud and the infrastructure we're operating.

The person responsible for operating this channel is the infrastructure manager.

marketing

This is where you would ask questions or for consultancy regarding all of our marketing activities and materials.

The person responsible for operating this channel is the chief revenue officer.

sales

This is where you would ask questions or for consultancy regarding account management and sales stuff serving our customers.

The person responsible for operating this channel is the chief revenue officer.

product

This is where you would ask questions or for consultancy regarding the development of our customer-facing products.

The person responsible for operating this channel is the product manager.

telco-and-analytics

This is where you would ask questions or for consultancy regarding the telco and analytics stuff.

The person responsible for operating this channel is the telco manager.

global-XX

Each country has their own channel which serves for messages directed at that country specifically. Messages in this channel can often be in the country's local language.

The person responsible for these channels is always the country manager of that country.

As for CZ/SK, the responsible person is the sales director.

This is just a basic common set for the whole company. If the messages are relevant to all countries, it's good to use primarily English as the communication language. Your team could also have other channels which your superior will want you to follow. There are also a lot of channels related to projects, a specific topic, or just some off-work stuff (like the general #afterhours).




THE FEWER SLACK CHANNELS, THE BETTER.

Don't create a channel for every little thing, think if there could be some other channel that already exists and is relevant to your conversation. Also, don't hesitate to take the discussion to public channels if it's appropriate. Promote transparency.

USE THREADS.

Don't spam the channels with individual messages regarding the same topic. Send one message with all you want to say rather than one sentence per message five times over.

USE REACTIONS.

-  that you read it or understand,
-  for you're looking into it,
-  that you like or support the message.









It's a quick and easy way to let the sender have a feedback on his/her messages.

It's highly recommended to have Slack installed on your mobile phone if your nature of work or situation requires you to check it on the go. In order to mute it outside working hours, most phones enable the usage of focus mode.



Pinya HR

Pinya is the HR tool that we use at Daktela. In Pinya, employees request time off (holidays, sick days, paid leave, etc.) that is approved by their managers or they can edit their personal data. Pinya contains the complete organisational structure with basic data of all colleagues, a list of new hires, important company manuals, health check-ups, labour law documents, e-learning training and other HR-related information.

| | |
|---|---|
|  Basic information Personal data, residence, contact, knowledge and skills |  Work data Contracts, working hours and job post, salary |
|  Documents Work related documents, contract generation |  Attendance/absence Overview and balance management, entering presence and absence |
|  Surveys Overview and management of employee surveys |  Evaluations Overview and management of employee evaluations |
|  Norms & Manuals Library of manuals, overview of documentation acknowledge |  Checklists Add checklist, overview of fulfillment |

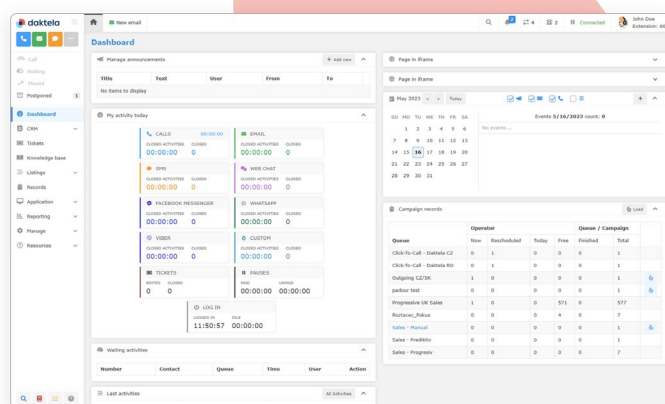
Daktela Contact Centre

If our customers are supposed to use it, we have to as well. It's mandatory to have an active login and check the Daktela environment daily. Everyone is responsible for handling their own tickets in a proper and timely manner. It's mandatory to know how to work with Daktela on the administrator's level. We cannot sell it to customers and support it without everyone knowing what exactly we're selling.

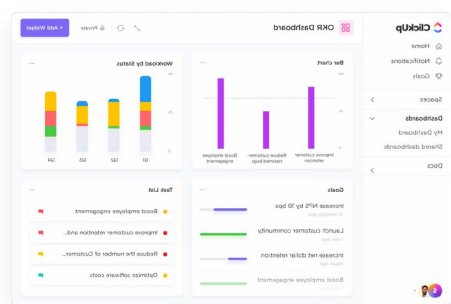
This is especially valid for customer-facing teams. If you want to set up something in our common daktela.com, consult with other team leaders and then do it yourself. If you're unsure, ask for the supervision of a more senior colleague, but it's important to be hands-on in this. You can also try first on your own development instance.

Everyone is eligible for at least one Daktela Contact Centre instance for his experiments and development purposes. Use this option and learn the product well. When there's a new version with new features, try to play with them so you know how they work. Be product-first.

Install the Daktela mobility apps and use them actively. Use the Daktela Mobile App and Daktela Desktop App for calling. You'll be able to help our customers better, and you'll also provide invaluable feedback to our product and development teams.



Clickup



We use ClickUp when there is a need for a project management tool. If you are managing a delivery, it's great to keep track of all necessary activities using a timeline view. ClickUp allows you to do this by creating a list, entering all activities with time constraints and dependencies, and then letting you show a time-based overview of the entire plan. It's great to have an overview of the current project status and keep everyone updated in a well-arranged manner.

ClickUp is also a place where you will find our company OKRs from managerial up until C-suite level of the company. All our goals are visible to the whole organization, so you can check what everyone is supposed to deliver at the end of the current quarter.

The rules of remote working

Remote work

AS WE'RE VERY OPEN ABOUT HAVING PEOPLE WORKING FROM HOME AND PLACE A LOT OF TRUST IN MUTUAL HONESTY ABOUT IT, THERE ARE SEVERAL RULES THAT NEED TO BE FOLLOWED. BEAR THOSE IN MIND AND TRY TO RESPECT THEM, AS WE DON'T SINK INTO BUREAUCRACY AND PLACE A LOT OF TRUST IN YOU.

Be available using standard company channels at the usual times you'd be available at the office.

The home office is not a holiday, it's still the "office" and serves for work. It's not free time to do chores or run errands instead of normal work. We're, however, flexible about the working hours. If you want to work a bit different hours, just make sure your superior is alright with that and informed about it, and be available for unforeseen circumstances.

While the home office is great for deep and undisturbed work,

it certainly doesn't support the social aspects of work and slows down problem-solving. Even though our work is a lot about expertise, it still is primarily about teamwork and working with others. If your travel time to work is less than 1 hour, it's heavily recommended to be present at your office around 50% of the time. Tuesday, Wednesday and Thursday are the days to do this, while Monday and Friday might be reserved for deep work at your home or other locations.

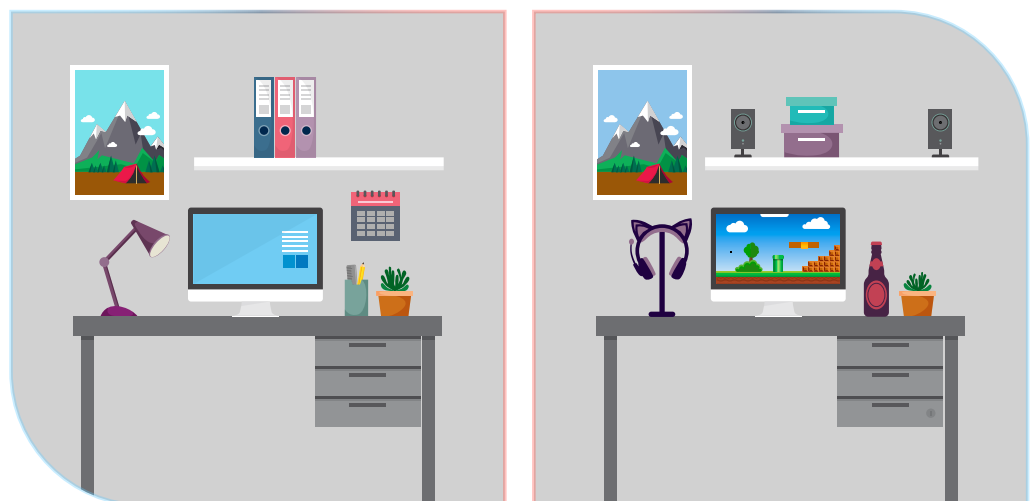
The remote office is a benefit and perk.

If your superior decides it's not suitable for your case for any reason, he/she might require you to be present at the office. This would include primarily cases when you need to be physically present because of the nature of your work or for performance reasons etc.

As there is no formal approval process, use the native Google Calendar feature of working locations to indicate where you will find yourself.

HOME OFFICE
Rights & Wrongs
Find 5 differences

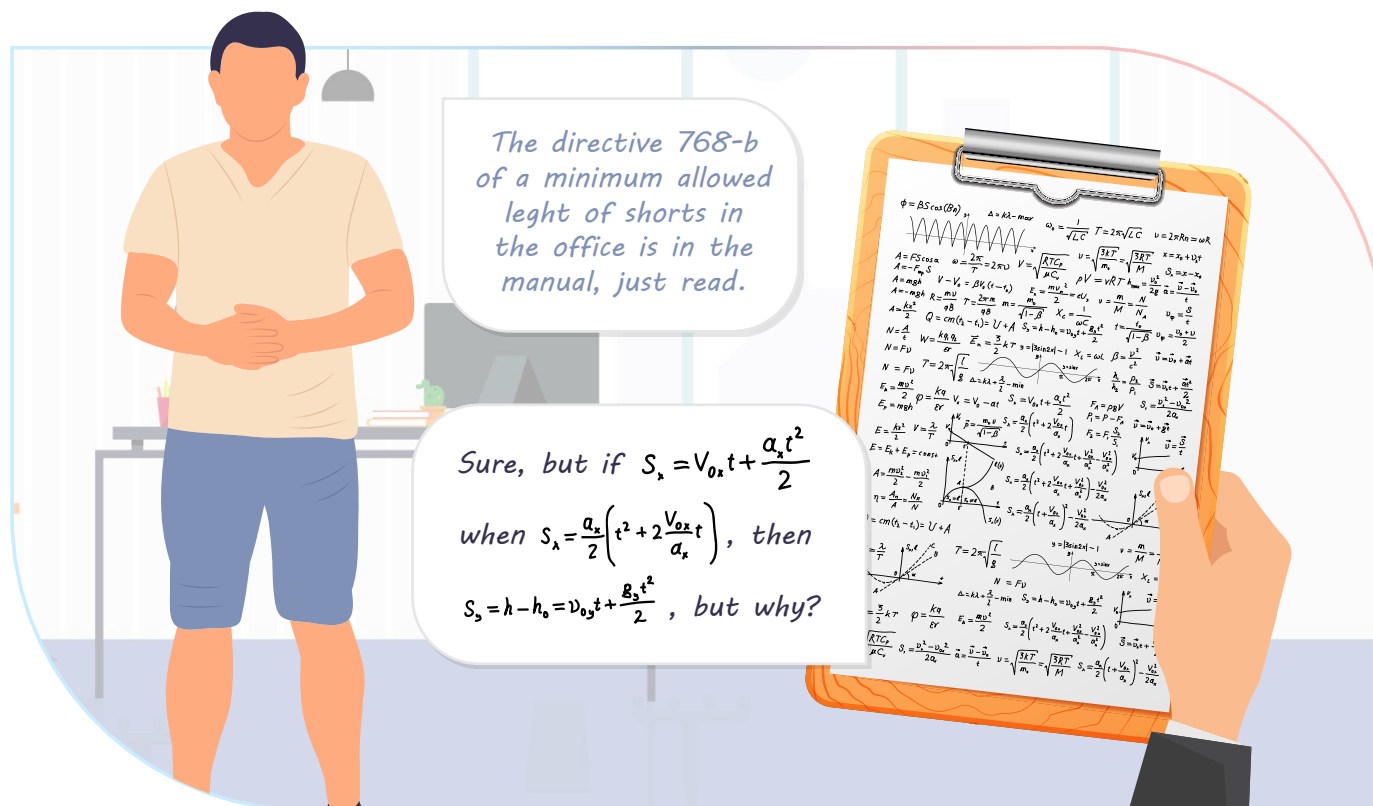
1. The sky color in the poster is bluer.
2. The white shelf is wider.
3. The plant is not as grown up.
4. The third drawer has a key lock.
5. There is a dead pixel on the screen.



Company documentation

Entity documentation

In order to fulfil legal and compliance requirements, each entity you are employed at or working for, has its own documentation, which you are obliged to familiarise yourself with and comply with. This includes internal directives and guidelines, which define your rights and obligations to keep the working environment and our operations safe. Note that the directives are valid throughout the whole company group structure and are valid for the headquarters subsidiaries as well.

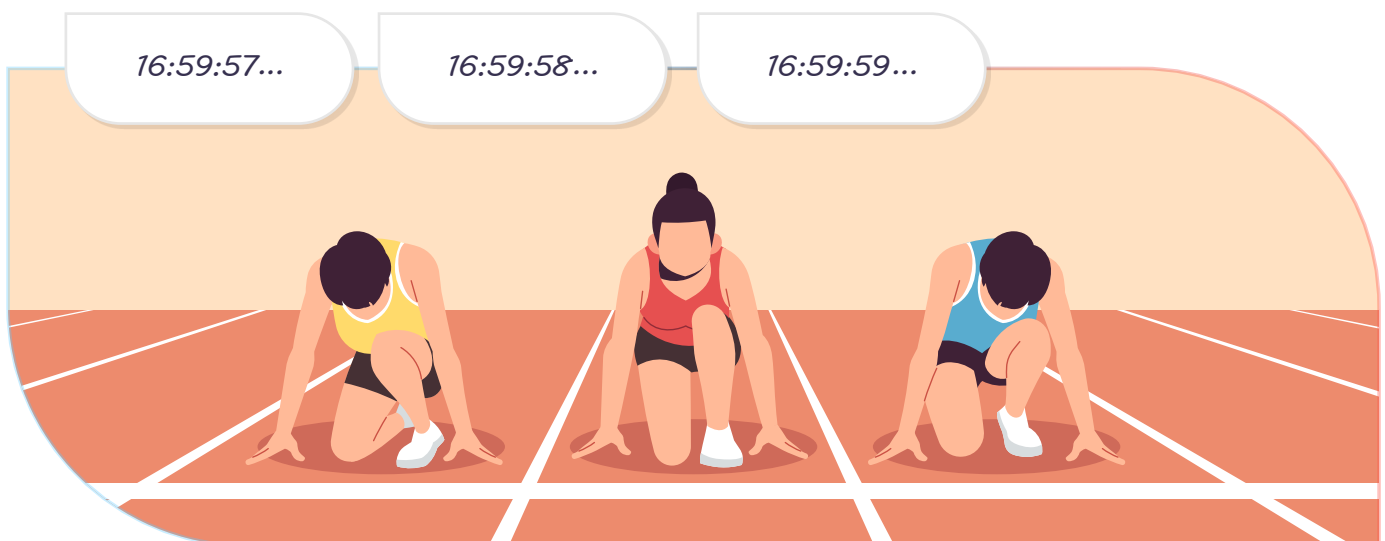


Taking time off

Time off checklist

THE TIME OFF IS GENERALLY TO BE RESPECTED. IT IS, HOWEVER, REQUIRED TO PERFORM SEVERAL STEPS BEFORE TAKING IT. USE THE FOLLOWING STEPS AS A CHECKLIST BEFORE DOING SO.

- **Consult with your team leader**
if the time off is possible considering the current situation and workload of the team. It's necessary to be aware of other team members's absences.
- **Request a time-off officially**
using the company HR system: Pinya. This will trigger a notification to the approving superior.
- **Indicate to others your absence in Slack**
using one of the pre-defined icons of your status.
For example: 🌴 for vacation, 🤒 for sick-day, etc.
- **Create an all-day event**
of type "Out of office" in your Google Calendar.
- **Set yourself a vacation pause in Daktela Contact Centre**
if you're part of answering queues.



5Ps of a meeting



5Ps

THE „5PS OF A MEETING“ STAND AS A FOUNDATIONAL FRAMEWORK DESIGNED TO MAKE THE WAY MEETINGS ARE CONDUCTED AND PERCEIVED.

This approach hinges on five elements: Purpose, People, Preparation, Process, and Product. Embracing these components transforms typical meetings into powerful conduits for achieving tangible outcomes.

Purpose

Every meeting should have a purpose, and it has to be better than just a subject line calling for a 'daily meeting' (why should the team meet daily?)

Participants

Listing the participants makes the invitee think about who they are inviting and why they are inviting them.

Process

How are we going to run this meeting? What is the agenda, and what is the time per agenda item? This is key because this is where the meeting organizer thinks about the time that he needs for the meeting. This helps the team stay away from setting meetings in 30-minute chunks just because that is the norm.

Payoff

What does the organiser want to accomplish at the end of the meeting? This should be specific so that the meeting participants can be held accountable.

Preparation

What preparation is needed from the participants?

These are all points which should be thought of before the meeting and should be part of the invitation, so they're clear to everyone. It also makes sense to briefly summarize this at the very start of the meeting so everyone knows what to expect.

Last but not least...

TIMES ARE CHANGING... OR ARE THEY?

Daktela was originally founded on the principles of being a dynamic, adaptive, and transparent company, much like many startups in their early days. Even though we've experienced significant growth since those beginnings, our main goal is to preserve this mindset and culture throughout the company.

We strive to create a helpful internal environment with a common goal: to provide the best customer care software and tools so our customers can deliver even better customer care.



A functional internal culture has a significant impact on how the company performs externally. Let's keep up the good work, create great products, and continue becoming number one in one category after another!

ASK ANYONE, ASK ANYTHING...

AS WE MAINTAIN OUR OPEN-DOOR POLICY, DON'T BE AFRAID TO ASK QUESTIONS, DISCUSS IDEAS, AND BRING UP TOPICS WITH ANY TEAM MEMBER, REGARDLESS OF THE ORGANISATIONAL STRUCTURE.



One for all – all for one.

A functional internal culture has a significant impact on how the company performs externally. Let's keep up the good work, create great products, and continue becoming number one in one category after another!